



CERTIFIED BUSINESS DEVELOPMENT EXPERT

**CERTIFIED BUSINESS DEVELOPMENT EXPERT (CBDE)
STUDY GUIDE**

Sponsored by:



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Please use this guide to assist in preparation for the Certified Business Development Expert (CBDE) Certification examination.

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I. BUSINESS TRAINING:

The Business Training Institute is the leading online program for specialized niche business certification programs. The team behind the Business Training Institute is comprised of industry experts in niches including business analysis, project management, public relations, consulting, and many more.

This experience, combined with our advisory board's expertise in online education and training, is what makes it possible to provide the training and certification programs found on our website.

The Business Training Institute is a global training and certification organization that has provided practical industry-specific certification to over 15,000 clients from the United States, Europe, and more than 75 other countries around the world.

We provide high value training programs that provide function knowledge on very specific business topics such as public relations, online marketing, project management, international business, and consulting.

The Business Training Institute's Mission: To provide professionals with high impact business training and certifications in niche subject areas that are functional and immediately beneficial.

The Business Training Institute helps you to:

- Quickly gain specialized knowledge in highly valuable business niches.
- Enhance your credibility, resume, and overall value in the marketplace.
- Complete our training programs with 75-100 of study time from anywhere in the world.

Our programs accept participants year-round and are flexible to work with your current work schedule and academic constraints. You can complete one of our programs in 2 months or 2 years; the choice is yours.

MASTER'S CERTIFICATE PROGRAMS: The Business Training Institute is proud to offer several advanced Master's Certificates that require the completion of five programs from the Business Training Institute platform.

To learn more about these Master's Certificates and how to earn one, please see our website: BusinessTraining.com/Masters-Certificate/

II. CBDE DETAILS AND TIMELINE:

PROGRAM DETAILS:

The **Certified Business Development Expert (CBDE)** certification program is unique in that it is modeled after many online courses offered at Ivy League institutions today, offering more value for a more cost-effective program. The CBDE Program is a self-study program that includes educational multimedia resources in video form, a study guide, required readings, and a flexible online examination process, accessible around the world.

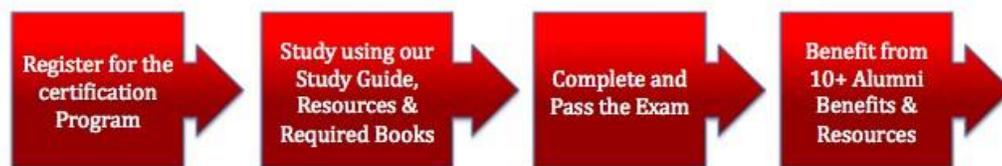
The online exam is structured so that in order to complete the exam within the 2-hour time frame one must read through all of the assigned materials and conceptually understand the majority of the material to score well enough to pass the exam.

Our goal is to offer the most challenging program in the industry while also providing all of the learning tools possible to ensure participants get the most out of the experience. By testing the knowledge depth and comprehension from the materials digested, the CBDE certification prepares individuals for successful, real-world application.

The Certified Business Development Expert (CBDE) program is sponsored and offered by the Business Training Institute. This certification program is designed to show and certify that you have gained an in-depth understanding and high-level, specialized knowledge.

In addition to the benefits of gained knowledge, growing industry recognition, more knowledgeable career choices, and networking, our organization is also developing additional resources for CBDE Participants. This includes video and MP3 recordings on Q&A or strategies and tactics, webinars, access to interviews with internet marketing professionals who have more than 10 years of experience in the industry, among many more benefits.

4 STEP CERTIFICATION PROCESS



TIMELINE & EXAMINATION DATES:

Programs are offered through open enrollment, making our programs 100% flexible with your current work or academic schedule. We provide the exam online on the 1st Wednesday of each new month.

The Business Training Institute exams are administered 100% online. When you have completed the strategic project (outlined later in this study guide), please follow the project submission instructions. Once you have submitted your completed project, you are welcome to schedule your exam date.

Please note that your exam date request must be received at least 2 weeks before the exam date. For example, if you would like to sit for the January 10th exam, we would need to receive your request no later than December 27th.

To register for an examination date:

- 1.) Email your completed CBDE project (*explained in detail in this study guide*).
- 2.) Include your desired exam date in the email with your completed project.

BENEFITS OF THE CBDE:

- Complete our program in as little as a month.
- Gain valuable insight into business development models, best practices, and processes that you can implement now without the need of a costly seminar or conference
- Add the Certified Business Development Expert (CBDE) Designation to your resume and business cards, assuring employers that you are dedicated to working in the industry, passionate about learning more about and able to work more efficiently after being promoted or hired.
- Speak the business language - Earning the Certified Business Development Expert (CBDE) Designation assures that you can attend conferences, interviews and other networking events while being able to contribute to conversations and understand discussions about current events or trends within the industry. Our program will help you to understand the terms and implement the tactics and tools of leading business marketers, sales professionals, and business development professionals.
- Advance your business or career by raising your level of business development knowledge and increasing your ability to work quickly and effectively.
- Exclusive Access to tools and multimedia training resources found online within the Certified Business Development Expert (CBDE) Program.

LEARNING OBJECTIVES OF THE CBDE PROGRAM:

- How to improve your business development tactics using influence and persuasion tactics
- How to leverage your team's knowledge and content to attract more clients to your business each week
- How to become an authority figure within your niche and widen the funnel of your client pipeline development efforts
- Why following our 3-step formula will help you develop more business relationships than your competitors

THE CBDE EXAM WILL TEST PARTICIPANTS IN 5 MAIN AREAS:

1. Business Development Planning & Execution
2. Marketing & Sales Best Practices
3. Client Pipeline Management & Development
4. Authority Construction & Positioning
5. Influence & Persuasion Strategies

III. REQUIRED READINGS:

1. Marketing Gurus by Chris Murray. **ISBN-13:** 978-1591841050
2. All Marketers Are Liars by Seth Godin. **ISBN-13:** 978-1591841005
3. The Marketer's Bible by Richard Wilson. **ISBN-13:** 978-1460945780 (Can be found on Amazon [here.](#))

IV. The Experts Interviewed for this Business Development Expert certification include:



Brian Tracy: Brian is a top 20 most well-known global business speaker and trainer for sales managers and sales career professionals. Brian has spoken in over 80 countries to over 5,000,000 people live and he offers some of the best-selling books in the world on time management, productivity, and business growth. Brian has been a mentor to Richard Wilson, our CEO and Richard has both interviewed him and been on his TV show as well - The Brian Tracy Show (pictured included here from TV interview). We were honored to have the chance to interview him for our BusinessTraining.com platform.



Liza Anderson: Our team interviewed Liza Anderson to provide insights into how public relations and business development go hand-in-hand in growing a business. Liz is known for her celebrity branding and business development expertise and shares that knowledge on this expert audio interview for program participants.



Mark Schneider: Mark is the head of RSW an outsourced marketing group that helps ad agencies and public relations firms better position themselves and identify leads in the marketplace. Within this Expert Audio Interview Mark shares his expertise in business development taking lessons from work he has recently completed for clients.



Akash Karia: Akash is the #1 most prolific writer and thought leader on the topic of public speaking globally and he is himself ranked a top 10 speaker in all of the Asia-Pacific region. We were honored to interview Akash on humor, advanced rhetorical device usage, developing a signature story, pattern interrupts, being prolific, modeling, how successful speakers think, and how to create a memorable phrase that pays. If you ever wondered what it would be like to sit down for coffee with a global expert on public speaking, please listen to this audio interview.

Nicholas Ken: Our team completed this Expert Audio Interview with Nicholas because he is a freelance sales project consultant and blogger. Nicholas runs a blog called Mind on Media Sales and he is an expert in sales and has been working in this space for his whole career.



Patsi Krakoff: Patsi was interviewed for this program because she is a content marketing specialist and the author of the book "Content Marketing with Blogs."

Within this recorded Expert Audio Interview, she shares lessons on how to create consistent high quality content to build a business.



Greta Shulz: Greta is head of Shulz Training a leading sales training company. Greta has been working in business development and sales for most of her career and she is a nationally recognized figure in the industry.

We are honored to have completed this valuable interview with Greta, make sure not to miss this recording.



Mitchell Harris: Mitchell is the Founder and Director of Business Development of MJ Harris and Company.

Mitchell has a background in the investment management industry and through that he discovered the core importance of business development and business growth.

Certified Business Development Expert (CBDE) Video Modules

- 1. Business Development 101**
- 2. Competitive Intelligence**
- 3. Brand Loyalty**
- 4. Marketing 101**
- 5. Being Newsworthy**
- 6. Sales Tactics & Strategies**
- 7. Search Engine Optimization (SEO) and LongTail Keywords**
- 8. Social Media Efforts**
- 9. Educational Marketing Strategies**
- 10. The 4 P's of Sales & Business Development**
- 11. Leveraging the Power of Commitment in Business Development**
- 12. Leveraging the Power of Reciprocation in Business Development**
- 13. Leveraging the Power of the Liking Principle in Business Development**
- 14. Simulating the Mastermind to Improve Business Development**
- 15. Leveraging the Power of Scarcity in Business Development**
- 16. Creating a Buyer Persona**
- 17. Creating a Strategic Business Development Plan**
- 18. Top 5 Mistakes in Business Development**
- 19. What is Internet Marketing?**
- 20. Leveraging the Power of Social Proof in Business Development**
- 21. The Importance of Testing in Business Development & Marketing**
- 22. Google Tools for Business Development**
- 23. Google Alerts Tool & How to Use it for Business Development**
- 24. Using Copywriting in Sales**
- 25. Getting Executive Buy-In for Social Media**
- 26. Public Relations, Business Development, Marketing & Customer Service**
- 27. Sharing Your Content Online**
- 28. Tips for Creating a Successful Business Development Plan**
- 29. Persuasive Writing (Copywriting) for Business Growth**
- 30. Work More Efficiently: Time Saving Business Tools**
- 31. How to Double Your Chances of Business Success?**
- 32. How to Become a Doctor Within Your Business Field?**
- 33. Knowledge Asset Management: A Competitive Advantage for Your Business**
- 34. Single Focus: The Key to Maximum Productivity**
- 35. Fertilize Your Brain**
- 36. Learning Before Outsourcing**
- 37. 5 Techniques to Efficiently Capture Your Business Ideas**
- 38. Video Book Summary: Jeffrey Gitomer's Sales Bible**
- 39. Paying the Price for Success**
- 40. The Power of Positive Business Habits**

- 41. The Importance of Business Ethics to Your Success
- 42. The Power of Inevitability Thinking in Business

V. **CBDE EXAM PREPARATION**

1. **EXAM COMPOSITION: THE CERTIFICATION EXAM IS PROVIDED ONLINE ON THE 1st WEDNESDAY OF EACH NEW MONTH.**

The exam has a total of 100 available points, 80 of which can be earned from the multiple choice or true/false questions that are worth 1 point each, and 20 of which can be earned from 2 short answer questions that are worth 10 points each. Please see the chart below for the composition and distribution of the points:

Topics and Weights	
Business Development Planning & Execution	20 MC questions (20 pts)
Marketing & Sales Best Practices	25 MC questions (25 pts)
Client Pipeline Management & Development	10 MC questions (10 pts)
Authority Construction & Positioning	15 MC questions (15 pts)
Influence & Persuasion Strategies	10 MC questions (10 pts)
Case Study Examples/ Situational 2 Essay Questions	2 Questions (20 pts)

You will have 2 hours to complete the exam. Those who have not made the effort to read the materials will have a hard time completing the exam within the allotted time, but for participants who have read the required readings 2 hours will be sufficient. **Please note that in order to schedule your exam date, your request must be received at least 2 weeks before the exam date.**

2. **TERMS & CONCEPTS TO KNOW:**

Below, please find terms and concepts you should be able to define after having read the required readings.

Please define the terms from the required readings rather than a dictionary. You will be tested on the definitions that authors have written.

- Investment Sales Cycle
- The 5 Great Rules of Sales
- The 5 Pillars of Selling
- The 6 I's of Relationship Cultivation
- Early adopters
- Late adopters
- Qualifying a client
- The 6 I's Pipeline
- Three Ways to Ramp Up Your Sales Development Program
- Investment Tool #1: Sales Systems
- Investment Tool #2: Strategic Tools
- Investment Tool #3: Four Strategic Rules to Create Excessive Profits
- Investment Tool #4: The 4-Square Planning Model
- Investment Tool #5: Top Five Sales Objections
- Investment Tool #6: Request for Proposal
- Investment Tool #7: ABC's of Sales Campaigns
- Culture Shock
- S.M.A.R.T.
- The 3 Main Phases to a Sales Call
- The 5 Types of Questions You Can Ask a Customer
- The 4 People Types
- The Top 5 Reasons Are Reluctant to Purchase
- Worldview
- Frames
- 5 Steps of Marketing
- Customer Wants
- Customer Needs
- The 2 things that differentiate success and failure in organizations today
- Taste
- Attention
- Bias
- Vernacular
- Community
- Reasons firms expand globally
- Economics of Scale
- Economies of Scope & Learning
- Centrist Approach to Managing International Sales Organization
- Non centrist Approach to Managing International Sales Organization
- Problems international management faces (see Chapter 7 in the *Rainmaker Handbook*)
- Five-point course of action for those who need a better way to evaluate different markets and products on a global level (see Chapter 7 in the *Rainmaker Handbook*)
- Top ten barriers to trade
- The 7 Rules of International Distribution
- Common ways to hedge the risks from exposure (when working internationally)
- 4 Step Process for Analyzing Country Risk Abroad
- The 4 Main Reasons Exporters Use Credit Insurance
- The 8 strategies for reducing foreign exchange exposure

- The KISS Principle
- The Accounting Principle
- The Control Principle
- The Kaizen Principle
- Manager Ethics Levels
 - Moral
 - Immoral
 - Amoral
- The 3 Main Drivers of Immoral Activity
- The 8 Networking Tricks of the Rainmaker
- The 3 Possible Results of Negotiation
- The 5 Steps of a Negotiation
- Factors that can change the process of a negotiation
- 5 Disciplines of Strategic Intelligence and Tactical Ingenuity
- 3 Tools for 3-D Negotiations
- Six Negotiation Pitfalls
- Aristotle's 3 Means of Influence
- 3 Verbal Tactics to Increase a Positive Outcome in a Negotiation
- Arbitration
- Mediation
- Rent-A-Judge
- Summary Jury Trial
- Mini-Trial
- The 3 Main Influencers for Cross-Cultural Negotiations
- The 4 Ways to Analyze a Culture When Doing Business Globally
- 3 Steps to Creating an "Early Warning System"
- Cloning Your Competition
- USP (Unique Selling Proposition)
- Eight Successful Differentiation Strategies
- The Five Rules for the Road When Choosing Your Differentiating Idea
- Lateral Marketing
- Vertical Marketing
- Segmentation
- The Lateral Marketing Process (3 Steps)
- Substitution
- Combination
- Inversion
- Elimination
- Exaggeration
- Reordering
- 1:1 Marketing
- Mass Marketing
- Ways to Turn Prospects into Shoppers
- Advocates
- Pure Loyalty
- Pull Loyalty
- Cannibalizing
- "Coopetition"

- Niche vs. Cubbyhole
- Killer App
- OCI (Opinion-Creating Initiative)
- “Immigrants” of Cyberspace
- Buzz/ Word-of-Mouth
- Network Hubs
- The “Rules” of Networks
- Contagious Products
- Seed Unit
- The New P’s of Marketing
- TV-Industrial Complex
- Remarkable Marketing
- Sneezers
- “Thinking Pink”
- Transparent Marketing/Campaigns
- Hybrid Campaigns
- Visible Campaigns
- Value Discipline
- Operational Excellence
- Product Leadership
- Customer Intimacy
- Operating Model
- Transaction Environment
- Vertical vs. Virtual Integration
- Core Competencies vs. Core Essence
- Innovation vs. Renovation
- Emotional Benefits
- Functional Benefits
- Attributes
- T.A.C.O.S.
- Demand-Based Segmentation
- Hard Opposition
- Soft Opposition
- Undecided
- Soft Support
- Hard Support

3. SAMPLE QUESTIONS

Please choose the answer that best answers the question or completes the phrase. *The answers are on the last page of this study guide.* Try answering the questions before looking at the answers.

1. *Growth negatively affects differentiation in two ways:*
 - a. The company becomes too focused and overextends its product lines.
 - b. The company becomes distracted and does not extend its product lines enough.
 - c. The company becomes distracted and overextends its product lines.

- d. The company becomes too focused and does not extend its product lines enough.
2. *True or False: Advertising can create a market position, but cannot reinforce one.*
 3. *True or False: Segmentation provides a double effect: it fragments the market and at the same time makes it bigger.*
 4. *Which of the following is one of the ways Raphael and Raphael suggested to turn a prospect into a buyer?*
 - a. Assume direct mail will work.
 - b. Create a small reason for them to shop with you.
 - c. Get involved.
 - d. Emphasize marketing and promotion.
 5. *Why is it important to create products that may compete with your already existing products?*
 - a. Times have changed; the digital era means companies must have competing products.
 - b. It's not important; this is like brand suicide.
 - c. Companies need to experiment to see which products will survive against one another.
 - d. Marketing is more interesting when you have a battle to watch.
 6. When considering taking a product global, which of the following is *not* a step used to analyze the risks in countries abroad?
 - a. Identify contributing political and financial variables
 - b. Assign each variable into groups based on their relation
 - c. Assess the importance or influence of each variable
 - d. Decide whether or not the overall risk reflects a tolerable level
 7. Marketing is about _____, and _____ is the single most important output of our civilization.

<ul style="list-style-type: none"> a. spreading ideas, spreading ideas b. telling stories, telling stories 	<ul style="list-style-type: none"> c. telling lies, telling lies d. sharing secrets, sharing secrets
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V. **BOOK REVIEWS**

To read the CBDE Book Reviews, please log in to the student area and download the Word Doc containing the book reviews. If you have any questions, please let us know.

VI. **STRATEGIC BUSINESS PLAN**

Please use the following information to create the strategic business plan for the company below. If you have any questions, please email us at Team@BusinessTraining.com.

Once you have completed this project, please send it and your request to take your desired exam date at least 2 weeks before the scheduled exam date. **To schedule for an exam date**, this project must be received, completed, at least 2 weeks before the exam date. For example, to take the October 10th exam date, this project must be received (as well as a request to take the exam) no later than September 26th.

COMPANY INTRODUCTION

Vircoosh, a distributor and online retailer of organic and local coffee products, sells and distributes everything from coffee beans to beverage related products to individual customers and companies alike. Vircoosh works with local companies to create Vircoosh brand coffee beans, syrups, pastries, mugs, and other coffee related goods.

Founded in 2000, Vircoosh has become a top distributor of coffee related products in the Portland Metro Area, however, competition is fierce, and more and more companies are emerging onto the field. Despite being one of the first, incumbent companies after the .com boom and establishing a name for itself, Vircoosh knows that competition poses a serious threat to their success, especially with their main focus being the physical companies they distribute coffee products to.

Owner John Williams feels like the company has lost its focus a bit; they now sell other goods like pastries and mugs. While it made sense to him to add more products to the line they offer, John has received concerns from others in the company and board of advisors that adding more inventory to sell can weaken the overall brand and distract current customers from the already great value and quality they currently offer.

As mentioned above, Vircoosh's main revenue comes from the Portland metro area, the Northern region of Oregon (with the company based in Portland) and southern region of Washington. That area consists of cities in Oregon: Portland, Beaverton, Tigard, Tualatin, Lake Oswego, Hillsboro, Aloha, Salem, Oregon City, West Linn, and cities in Washington: Vancouver, Washougal, and other parts of Clark County. John would like to increase sales by widening the company's reach to other parts of Washington and Oregon, as well as other states. He hopes to even branch out to Canada and other counties south in the future.

COMPANY HIGHLIGHTS/ BACKGROUND

Vircoosh does well in sales, though the overall industry revenue had fallen 4% from 2009 to 2010 due to the economic strains every company was feeling. 2011 projections are good, though, and show an estimated increase in revenues of 17% from 2010 to 2011. Industry revenues are estimated to reach more than \$10.9 billion in 2011.

In year one, Vircoosh had \$207,450 in sales. In year 10, they generated \$3,907,965 in sales. Net profit was 12%, or \$468,955.80. Projected net profits are over \$500,000 for 2011.

Vircoosh has done so well because of their mission that states their aim to offer the best organic and locally made products they can find while still providing low costs. Since they are able to create

retainer/contract deals with local companies, and since their distribution costs are lower due to all of their products coming from less than 30 miles from their distribution site, they can offer these low prices. Additionally, with extra revenues coming from online sales and the free exposure from the companies they buy from and deliver to helping to cover their own overhead, they are able to keep these prices low.

Main clients and customers have been small drive-thru and espresso stands, including the well-known company, Dutch Brothers. Other customers have been single online purchasers who do not purchase in bulk. These customers buy single pounds of coffee, gift baskets, and other goods like coffee presses, mugs, and syrups. Larger customers, like the drive-thru, purchase many pounds at once, large quantities of the syrups, and even delivery of milk products, of which Vircoosh establishes the delivery through main dairy producers in the area. Single customers who purchase online make up ~23% of Vircoosh's total sales.

Some distinguishing characteristics Vircoosh has includes: being the only full service distribution company that services the coffee and specialty beverage industry in the North West (Starbucks being the only other distributor, though they only distribute to their own cafes and grocery stores); great ties with local companies who grow the beans, make the pastries, and produce the milk and other dairy products needed; an exclusive contract with a new ground-breaking product that will give Vircoosh immediate access to a majority of the potential customer base. That product is a new tea bag (and organic tea) that is biodegradable and better for brewing than traditional paper bags. This new tea bag is being produced by a local Oregon company and will be selling exclusively to companies that Vircoosh distributes to for their first year of business.

The company hopes to increase sales in California and Idaho in 2011 and open distribution sites in each region (one in Redding and one in Boise, respectively). This means that they need to connect with local producers, coffee growers, and bakeries to utilize their current business model. To make that dream a reality, John has been focusing on the promising fact that coffee is the second largest commodity market next to oil, and growth is expected to continue at a strong pace. John's first goal to tackle, however, is to expand into other parts of Oregon and Washington.

With the overall industry decrease, sales did not increase much from 2009 to 2010. Vircoosh lacked a marketing/PR team to help them advocate their strong points. Moreover, they did no press contacting, improved social media use, or website improvements despite customer complaints of the poor website quality. John has never had a PR person in the company, instead using someone from the sales team to update things like their social media profiles. They've never really sent out press releases, but have started a blog that hasn't seen much attention. John wanted to write about entrepreneurial things as well as coffee and teas.

Overall, their PR efforts have been lacking. They've often lost touch with potential customers and were hard to really get to know online since their blog and social networking site profiles were never really completed. In Vircoosh's early stages of life, dealing with customers who were other business owners was their primary focus. The online portion of the business got little attention and was never really completed. John would like to increase sales online to see how that will progress.

They also seem to be losing that connection they had with their loyal customers whom they saw every week, as well as with customers online. John's team encouraged him to focus on the website and engaging customers online.

Since Vircosh targets companies who target other customers, as well as customers online directly, there are two large target audiences they have to pay attention to. First is the business owner looking to decrease costs and buy locally and organically; second is the customer looking to buy eco-friendly coffee products with the convenience of buying online. John and his team want to focus on meeting their needs and connecting with them more in 2012.

OBJECTIVES

1. *Set Vircosh apart from the competition.*

With the new, exclusive tea product emerging onto the market in mid-to-late 2011, John wants to ensure that Vircosh establishes their position well to the Oregon region and other parts of the US.

2. *Increase sales and revenues.*

This can apply to sales and revenues company wide, though John's vision is to see sales really take off in Idaho and Northern California. Realistically, Washington and Oregon should be the focus for now, as well as online sales. John created the name Vircosh (which came from **Virtual Coffee Shop**) but has seemed to ignore that part of the company.

3. *Connect with customers, both online and off.*

John's team really wants to connect with their customer base by offering relevant offers, engaging them online, and making the company more personable.

4. *Increase brand awareness outside of the Portland metro-area in Oregon and begin branching out to Idaho and California again.*

Moreover, Vircosh wants to work on creating a greater online awareness.



STRATEGIC BUSINESS PLAN

FY 2012-2013

JANUARY 2012

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Strategies & Tactics Defined
3. Goal Area 3: Marketing/PR
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OUTLINE AND REQUIRED COMPONENTS:

SECTION 1 –EXECUTIVE SUMMARY

1. Executive Note. Why was this plan created? Note that here briefly and introduce yourself (the company helping to create the strategic business development plan). You can say you're a part of Vircosh, or you can make yourself a fictional employee of a fictional firm, if you'd like.
2. Mission Statement. What is Vircosh's mission statement? Make this a short section (2 paragraphs at most) and include what their corporate goals are.
3. Overview/Summary:
 - a. Vision and Key Directions. Where does Vircosh want to go?
 - b. Goals and Priorities. Define 4 goals. Relate these goals in the 4 areas listed below. If you would like to add an area, please feel free to do so. Create a strategy you would like to see the company have over other companies and define the tactics you will use for that strategy. (For more information on the difference between strategies and tactics, read: [Difference Between Strategies and Tactics](#).)

SECTION 2 – STRATEGIC GOALS AND TACTICS

In each area below, please use the tools and outlines as they are defined. Make these sections as long or as short as you need to make them; the key here is to ensure you list everything you need to list and that you give your reasoning for each section. Beyond that, there is no page limit or word count required but you must convey your tactics clearly and how they will bring about the strategy you want Vircosh to have based on the company objectives.

REMEMBER: You can have more than one strategy per section, and there can be more than one tactic per strategy. For example, for the customer service section, one of your strategies could be to increase customer satisfaction. A tactic to do so could be to implement a loyalty program. How are you going to implement that? Define the program and the next steps. Be sure to include the costs in the budget section below.

1. Goal Area 1: Application/Product/Service Development:

Read and apply the “The Discipline of the Market Leaders” to be sure that you define, lie out, and plan for the value discipline that Vircosh should be focusing on. (Be sure to give reasons as well, backing it up with information that you will include in the SWOT analysis.) Another tool to implement here is the chapter “Renovate Before You Innovate”. Where could Vircosh renovate? Where do you think they should innovate?
2. Goal Area 2: Client/ Customer Service:

Use the 6 I's method here. Please lay out the route you will take to use this tool effectively to

reach your goal through the strategies and tactics you list here. Feel free to implement any of the other tools in the “toolbox”.

Additionally, consider the chapters in the Marketing Gurus that talk about loyalty programs and turning prospects into customers; how are you going to cultivate new relationships, increase sales, and get customers to come back? For example, Vircoosh wants to connect with customers online and off; how can they do that while simultaneously turning shoppers into loyal customers?

3. Goal Area 3: Marketing/PR:

Go through Godin’s 5 steps of successful marketing. While his text doesn’t necessarily give an outline or formula for how *this* plan needs to look in terms of the marketing aspect, it does give you an outline of what each part of the marketing plan/agenda needs to make it successful. For example, how will you craft a story that is believable, works with the worldview of the current customer (hint: define that worldview here), how Vircoosh can be and maintain its authenticity, etc. Go through the 5 steps to define the formula for *this* company and *this* situation.

4. Goal Area 4: Professional Development.:

Vircoosh doesn’t seem to have anything like this in place. Use your imagination; what sort of employees does Vircoosh have? Why? What needs do they have?

How can you foster great relationships inside the company? What are some tactics you will use to encourage your sales team, your customer managers? You can be creative here, but be sure to cite from some of the texts and explain your reasoning.

SECTION 3 – SWOT & INDUSTRY ANALYSIS

This section is a standard SWOT analysis, with the addition of an overall industry analysis and overview of noticeable trends.

1. Strengths
2. Weaknesses
3. Opportunities
4. Threats
5. Industry Trends

SECTION 4 – FINANCIAL & ORGANIZATIONAL STRUCTURING

Use this section to define what your budget will be in relation to the strategies and tactics you choose to implement. Moreover, use this space to define the responsibilities of each department or branch of the company so that each team or individual knows their roles. This can be as in depth or brief as you see fit.

Again, be sure that you can convey your point and reasoning. Use a similar table as shown below to help illustrate your plans.

1. Financial/Budget Information & Organizational Systems
2. Activity Timeline

Strategy	Activity/Tactic	Cost	Team(s) Responsible
Increasing brand awareness.	Social Media	\$5,000 (time)	Marketing & PR
	Website	\$5,000	Marketing, PR, & IT
Increase sales.	Sales Training Programs	\$15,000	Sales, Customer Development/Management
TOTAL		\$n	

In part two, the Activity Timeline, be sure to include when things should be implemented. If they do not have an end date (which you will define in the Tactics and Strategies section) put Ongoing.

Strategy	Activity/Tactic	Timeline
Increasing brand awareness.	Social Media	Ongoing
	Website	Ongoing
Increase sales.	Sales Training Programs	Q3 2010

SECTION 5 – EXPECTED RESULTS/ MEASUREMENTS OF SUCCESS

Define your desired outcome, what plans you have for monitoring the success of this plan, and when updates should be made, if any. Also, note if this plan has a lifespan that needs to be addressed and if a new plan needs to be made. Make a specific result for each strategy you use and define the results you need to see in order to consider the tactic a success. For example, set a goal for increased sales that will signify the success of your “Increase Sales” strategy. If you don’t reach it, that’s ok. Use this as a bar, and use your successes and unreached goals to plan next time.

Example format:

EXPECTED RESULTS – MEASUREMENT OF SUCCESS

Strategy 1: Increase brand awareness.

1. Get support from at least 5 bloggers each month by getting them to write about Virchosh’s new initiatives, etc.
2. Establish relationships with at least 30 bloggers for the year.

SECTION 6 – CONCLUSION

Conclude by highlighting the main items that point to success of your plan. This can be as long or short as you need; a paragraph would probably suffice, so long as you are able to successfully conclude the plan here. You can also conclude here to help reiterate the reason why you were hired, why the plan will be successful, and why you’re in the position to create this plan.

VII. SAMPLE QUESTION ANSWERS:

Please see the following answers to the sample questions provided. A brief explanation was given for each answer and why the other options were incorrect. If you didn’t do as well as you thought you would have, please consider re-reading the books or supplementary readings as the sample questions were drawn directly from them.

1. *Growth negatively affects differentiation in two ways:*
 - c. The company becomes distracted and overextends its product lines. (*Marketing Gurus*, pg. 14)

2. *True or False: Advertising can create a market position, but cannot reinforce one.*

False. “Advertising can reinforce a market position, but cannot create one.” (*Marketing Gurus*, pg. 53)

3. *True or False: Segmentation provides a double effect: it fragments the market and at the same time makes it bigger.*

True. (*Marketing Gurus*, pg. 21)

4. *Which of the following is one of the ways Raphael and Raphael suggested to turn a prospect into a buyer?*

c. Get involved. (*See Marketing Gurus for the Raphael and Raphael chapter.*)

5. *Why is it important to create products that may compete with your already existing products?*
a. Times have changed; the digital era means companies must have competing products.
(*Marketing Gurus*, pg. 190. Also reiterated on pg. 161.)
6. When considering taking a product global, which of the following is **not** a step used to analyze the risks in countries abroad?
- c. Assign each variable into groups based on their relation
(*Rainmaker Handbook* pg. 91)
7. Marketing is about _____, and _____ is the single most important output of our civilization.
- a. spreading ideas, spreading ideas (*All Marketers Are Liars* pg. 17)

VIII. FAQ:

Have more questions or need more information? Please see our **FAQ (Frequently Asked Questions)** section on the Business Training Institute website here:
<http://BusinessTraining.com/FAQ/>

You can also get in touch with the Business Training Institute team over email at Team@BusinessTraining.com, or by phone and through our Click and Chat tool, accessible from our homepage: <http://BusinessTraining.com>.

Thanks for joining Business Training Institute! Please let us know if you have any questions.

-The Business Training Institute team & G.T.C. Institute

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